



**Chief
Executive
Office.**

COUNTY OF LOS ANGELES

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CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

December 7, 2022

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

ANALYSIS OF THE SHERIFF ACADEMY'S TRAINING NEEDS (ITEM NO. 13, AGENDA OF DECEMBER 7, 2021)

On December 7, 2021, the Board of Supervisors directed the Chief Executive Office to report back on the costs related to the operation of the Rio Hondo College Police Academy (Rio Hondo) as a potential cost-effective alternative to adding more classes to the Sheriff's Department (LASD) Academy (Academy); the number of entry-level vacancies in the LASD; an analysis of the actual costs for the last two fiscal years to meet the LASD's projected academy needs; and the number of vacancies filled by academy classes in the last two years.

The analysis on whether Rio Hondo would be a cost-effective training alternative to adding more classes to the Academy was provided to the Board on April 20, 2022. Rio Hondo would provide insufficient cost savings compared to the Academy since the primary cost driver in both scenarios is the salary and employee benefits of a Deputy Sheriff Trainee (DST). In addition, the participation of both Rio Hondo and Academy instructors would be required for institution specific training curriculum and graduation requirements; thereby, creating logistical complexities that could potentially impact a graduates' job readiness.

The analysis of the LASD's Academy and attrition statistics for Fiscal Year (FY) 2018-19 to date is detailed in the Attachment. To effectively maintain healthy staffing levels, LASD should work with the Department of Human Resources (DHR) to develop a



comprehensive strategy that incorporates recruitment, Academy, and the retention of sworn personnel. The following summarizes the key findings:

Sworn Vacancies Drivers

LASD had 852 sworn vacancies by the end of FY 2021-22. That number has grown to 1,069 vacant sworn positions, as of November 9, 2022. Retirement and promotions (to fill retirement-driven vacancies in higher ranks) are the primary drivers of LASD's sworn vacancies. We also noted an increase in the number of early career deputies leaving for non-County employment. LASD should work with DHR to develop a retention program for early career deputies to mitigate their attrition to non-County employment.

Actual Academy Costs and LASD's Projected Needs

The Academy has a \$24.4 million ongoing budget to operate the existing four classes whose primary cost is the salary and employee benefits for approximately 87 DST per class. However, these four classes are insufficient to offset vacancies created by attrition, promotions, and the existing number of vacant positions. According to LASD, eight 100-seat Academy classes would be required to reduce the current vacancy backlog and establish a vacancy-hiring equilibrium within the next five years. The ongoing cost for the larger class size and the additional four Academy classes, including DST and instructors, would require an additional \$32.4 million. The increase in the number of Academy classes is an interim fix to address the current vacancy backlog and is not intended as a long-term solution.

When new budgeted sworn positions for new programs or for the expansion of existing operations are added to LASD's budget, they in turn exacerbate the vacancy backlog. Therefore, the proposed budget for any new sworn positions should include the one-time cost (for DSTs and instructors) to add the necessary Academy class that would immediately fill those new sworn positions. Otherwise, if there are immediate critical staffing needs, LASD should work with our office to develop an overtime strategy until additional Academy classes can be added to support new full-time budgeted positions.

Vacancies Filled by Academy Classes and Recruitment Challenges

Between FY 2018-19 through FY 2021-22, the annual number of new vacant Deputy and Sergeant positions has increased from 631 to 864 positions. In contrast, the Academy has been producing an annual average of 492 new Deputies, resulting in vacancy backlogs that are carried over into subsequent years. If LASD's attrition rate continues to increase, pursuit of a hiring strategy alone will not meet the need. Specifically, the retention of experienced sworn staff should become a key component of their staffing strategy.

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In addition, there has been a decline in the number of qualified DST applicants to fill Academy classes. LASD suggested three reasons for the reduced number of DST applicants: 1) The social justice movement's shift of the community's perception of a career in law enforcement, 2) the COVID-19 vaccine requirements, and 3) higher education requirements (LASD has recently repealed this self-imposed requirement). The current influx is just enough to fill the existing four Academy classes, but is insufficient to fill the eight Academy classes needed to establish a vacancy-hiring equilibrium LASD should work with DHR to reestablish the targeted recruitment campaign to increase not only the volume but the caliber of applicants.

Should you have any questions concerning this matter, please contact me or Sheila Williams at (213) 974-1155 or swilliams@ceo.lacounty.gov.

FAD:JMN:MM
SW:RCP:DT:cc

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Human Resources

REPORT: ANALYSIS OF THE SHERIFF ACADEMY'S TRAINING NEEDS
(As of November 2022)

On December 7, 2021, the Board of Supervisors directed the Chief Executive Office to report back on the number of entry-level vacancies in the Sheriff's Department (LASD), provide an analysis of the actual costs of the last two fiscal years to meet LASD's projected academy needs, and the number of vacancies filled by academy classes in the last two years.

This report provides the analysis of LASD's Academy (Academy) and attrition statistics from Fiscal Year (FY) 2018-19 to date. The analysis is comprised of three sections:

1. **Sworn Vacancies** – The identification of the primary drivers of sworn vacancies and any areas where retention efforts should be focused.
2. **Actual Academy Costs and LASD's Projected Needs** – The current capacity of the Academy to produce deputies, a walkthrough of the number of classes required to offset the various drivers of sworn vacancies, the impact of higher sworn rank vacancies on the Academy, and the number of Academy classes and strategy needed to establish a vacancy-hiring equilibrium within the next five years.
3. **Vacancies Filled by Academy Classes and Recruitment Challenges** – A review of LASD's recruitment efforts and external factors affecting the volume of applications necessary to fill the Academy classes.

To effectively maintain healthy staffing levels, LASD is recommended to work with the Department of Human Resources (DHR) to develop a comprehensive strategy that incorporates recruitment, Academy, and the retention of sworn personnel. Building a comprehensive retention program is emphasized since attrition is the primary vacancy driver that subsequently leads to the need for recruitment and the Academy.

Statistical tables illustrate our analysis. These statistics are derived from LASD and eHR data systems which are distinct information technology systems. As such, there may be discrepancies between the two data sources. This is primarily due to the timing of when data is finalized in the respective systems. For example, data entered in one system may be recognized during that FY while the other system captures it at the start of the following FY.

Sworn Vacancies

LASD's sworn vacancies are within the two most populous classifications: Deputy with 8,345 budgeted positions and 692 vacant (8.3 percent), and Sergeant with 1,453 budgeted positions and 160 vacant (11 percent). These two classifications comprise 77.1 percent and 17.8 percent of total sworn vacancies, respectively.

The primary drivers of new vacant positions are retirements and promotions (to fill vacancies caused by retirements in the higher ranks). The annual average for newly vacant Deputy positions is 521, comprised of 40.9 percent retirements (average age of 53 years old with 27 years of service), 34.4 percent promotions, and 24.7 percent of other various termination categories, see Table 1.

Table 1. New Sworn Vacancies (Sheriff data)

	Deputy Vacancies				Sergeant Vacancies			
	Promotion to Sgt	Attrition		Total New Vacant Positions*	Promotion to Lt	Attrition		Total New Vacant Positions*
		Retirements	Other**			Retirements	Other**	
FY 2018-19	168	220	86	474	62	92	3	157
FY 2019-20	102	210	104	416	58	107	4	169
FY 2020-21	163	221	141	525	0	96	3	99
FY 2021-22 (to date)	281	202	183	666	112	82	4	198
Annual Average	179	213	129	521	58	94	4	156
%	34.4%	40.9%	24.7%		37.2%	60.5%	2.3%	

* Only reflects newly vacant positions during the fiscal year. Does not reflect vacant positions that remain unfilled and are carried over from one year to the next.

** "Other" refers to all the other termination categories (code 20 through 39) Table 2, excluding Retirement.

We did notice an increase in Deputies in the "other" attrition category, specifically for "Non-County Employment" which increased from 39 people in FY 2018-19 to 106 people in FY 2021-22, see Table 2. Despite the increased numbers, the demographics for this attrition sub-category has remained consistent with an average age of 30 years old with four years of service, see Table 3. LASD has recently begun improving its exit interview process to collect information that elaborates on the underlying reason why Deputies leave for non-County employment (e.g., pay and benefits, promotional opportunity, COVID-19 restrictions, morale, change of occupation, other). We recommend LASD work with DHR to develop a retention program for this population.

In contrast, Sergeants and the higher ranks predominately leave County service upon retirement. Sergeants retire at an average age of 55 years old with 30 years of service.

Table 2. Attrition Statistics (eHR data)

Code	Termination Description	FY18-19	%	FY19-20	%	FY20-21	%	FY21-22	%	Total	Avg	%
DEPUTY SHERIFF		277		304		382		390		1,353	338	
20	Non-County	39	14%	38	13%	72	19%	106	27%	255	64	18%
21	To Remain at home	0	0%	0	0%	1	0%	1	0%	2	1	0%
22	Moved	5	2%	4	1%	7	2%	23	6%	39	10	3%
23	Personal Reason	2	1%	8	3%	9	2%	3	1%	22	6	2%
24	Health	1	0%	1	0%	0	0%	1	0%	3	1	0%
25	Working Conditions	0	0%	1	0%	0	0%	0	0%	1	0	0%
27	Returned To School	1	0%	1	0%	1	0%	0	0%	3	1	0%
29	In Lieu of Discharge	0	0%	0	0%	2	1%	0	0%	2	1	0%
31	Retirement	192	69%	203	67%	226	59%	192	49%	813	203	61%
32	Deceased	3	1%	3	1%	11	3%	6	2%	23	6	2%
33	Discharged	15	5%	13	4%	27	7%	29	7%	84	21	6%
39	Other	19	7%	32	11%	26	7%	29	7%	106	27	8%
SERGEANT		96		106		101		81		384	96	
23	Personal Reason	0	0%	1	1%	0	0%	0	0%	1	0	0%
31	Retirement	92	96%	102	96%	98	97%	76	94%	368	92	96%
32	Deceased	1	1%	2	2%	3	3%	3	4%	9	2	2%
33	Discharged	2	2%	0	0%	0	0%	2	2%	4	1	1%
39	Other	1	1%	1	1%	0	0%	0	0%	2	1	0%
Grand Total		373		410		483		471		1,737	434	

Table 3. Average Age and Years of Service (eHR Data)

	FY18-19	FY19-20	FY20-21	FY21-22	Avg
<u>Average Age @ Termination (all sub-categories)</u>					
Deputy	44	45	43	41	43
Sergeant	53	55	56	54	54
<u>Average Age @ Retirement</u>					
Deputy	52	54	52	54	53
Sergeant	55	55	56	55	55
<u>Average Age @ Termination for Non-County Employment</u>					
Deputy	29	30	29	30	30
<u>Average Years of Service @ Termination (all sub-categories)</u>					
Deputy	17	19	16	15	17
Sergeant	29	30	31	28	30
<u>Average Years of Service @ Retirement</u>					
Deputy	25	28	26	28	27
Sergeant	30	30	31	30	30
<u>Average YOS @ Termination for Non-County Employment</u>					
Deputy	4	4	3	5	4

Actual Academy Costs and LASD's Projected Needs

LASD's FY 2022-23 budget includes \$24.4 million in existing ongoing funding to operate four Academy classes, \$12.95 million one-time funding during Final Changes for two additional Academy classes, and \$19.4 million one-time funding during Supplemental Changes for another two Academy classes and to increase the size of all eight classes to 100 DSTs.

The Academy has operated with more classes, up to thirteen classes at one point, using either one-time funding or absorbing the expense within existing budgetary resources; however, LASD's ballooning overtime costs and deficit spending has limited the Academy to its four budgeted classes. During the past four fiscal years, the Academy classes have started with an average of 78 DSTs that produce 61 Deputies, a 78 percent graduation rate, see Table 4.

Some of the Academy's seats may be occupied by candidates from other participating law enforcement agencies who are either not charged for Academy costs or offer in-kind services. Given LASD's budget deficit, they have been encouraged to reconsider this tradition and begin charging participating agencies for an Academy seat.

Table 4: Annual Academy Class and Graduation Statistics

	No. of Completed Classes	Average Class Start Size	Average No Grad per Class	Graduation Rate	Total Actual Graduates	Total "Other Hires"	TOTAL HIRES
FY18-19	7	88	66	75%	465	18	483
FY19-20	13	88	71	81%	922	12	934
FY20-21	6	77	60	78%	357	1	358
FY21-22 (estimated)	4	60	47	79%	189	2	191
Annual Average	8	78	61	78%	483	8	492

Right Sizing the Academy

In an ideal scenario, the four budgeted Academy classes would be filled with the maximum DSTs and, with a graduation rate of 78 percent, produce 273 new Deputies. The following summarizes the number of Academy classes needed to offset Deputy attrition, promotions, and the existing vacant positions.

Attrition: Based on the new sworn vacancy statistics (Table 1), an annual average of 342 vacant Deputy positions are produced through attrition. Five Academy classes each with 90 DSTs would be required to offset attrition: five classes x 90 DSTs x 78 percent graduation = 351 new Deputies.

Attrition + Promotions: As previously stated, the primary drivers of vacancies are attrition (342 positions) and promotions (179 positions) that produce an annual average of 521 new vacant positions. Eight Academy classes each with 90 DSTs would be required to offset attrition and promotions: 8 classes x 90 DSTs x 78 percent graduation = 561 new Deputies.

Deputy vacancies are not isolated to what occurs at the Deputy position level. Deputy promotions to Sergeant is an indirect reflection of LASD's overall sworn attrition: as people exit the higher ranks (primarily through retirement), the lower ranks promote to fill those vacancies; therefore, creating a vacancy cascade from one rank to the next lower rank. The effect of the cascade shows up in the Deputy classification and eventually the Academy, which is the entryway into the sworn ranks. Without a coordinated promotion schedule between the ranks, there will be vacancy-promotion disparities from one rank to another. Furthermore, the cascade effect has the potential of creating vacancy surges in the lower ranks complicating Academy forecasting and planning. For example, LASD did not fill any Lieutenant vacancies last year, but during FY 2021-22, promoted nearly twice the average number of Sergeants to Lieutenants. To mitigate the potential impact on front line supervision, LASD subsequently promoted nearly twice the average number of Deputies to Sergeants; therefore, the Deputy rank experienced an unanticipated vacancy surge due to the cascade from the higher ranks, see Table 5. The implementation of an annual target to fill each of the higher ranks' vacancies (an inter-rank promotion target), for example 80 percent of the current year projected vacancies, would stabilize the vacancy-promotion relationship between ranks.

The existing four budgeted Academy classes (273 graduates) are insufficient to meet the Deputy classification's existing attrition rate (342 positions), vacancies produced by promotions (179 positions), or the existing vacancy backlog (692 positions), see Table 5.

Table 5: Academy Remains at Status Quo

	Actuals			Estimated FY21-22	Projected:				
	FY18-19	FY19-20	FY20-21		FY22-23*	FY23-24	FY24-25	FY25-26	FY26-27
No. Academy Classes	7	13	6	4	8	4	4	4	4
Academy Graduates	(465)	(922)	(357)	(189)	(562)	(273)	(273)	(273)	(273)
Deputy Sheriff									
Begin No. Vacant Pos	530	469	(596)	187	692	651	898	1,145	1,392
Promote Deputy to Sgt	168	102	163	281	179	179	179	179	179
Retirements	220	210	221	202	213	213	213	213	213
Other Attrition	86	104	141	183	129	129	129	129	129
Academy Graduates	(465)	(922)	(357)	(189)	(562)	(273)	(273)	(273)	(273)
Other Hire	(18)	(12)	(1)	(2)	0	0	0	0	0
Budget Adjustments	17	(851)	515	0	0	0	0	0	0
Admin Adjustments	(69)	304	101	30	0	0	0	0	0
No. Vacant Pos	469	(596)	187	692	651	898	1,145	1,392	1,640
Sergeant									
Begin No. Vacant Pos	296	286	176	126	160	137	115	92	69
Promote Sgt to Lt	62	58	0	112	58	58	58	58	58
Retirements	92	107	96	82	94	94	94	94	94
Other Attrition	3	4	3	4	4	4	4	4	4
Promote Deputy to Sgt	(168)	(102)	(163)	(281)	(179)	(179)	(179)	(179)	(179)

Table 5: Academy Remains at Status Quo

	Actuals			Estimated FY21-22	Projected:				
	FY18-19	FY19-20	FY20-21		FY22-23*	FY23-24	FY24-25	FY25-26	FY26-27
Budget Adjustments	1	(179)	0	0	0	0	0	0	0
Admin Adjustments	0	2	14	117	0	0	0	0	0
No. Vacant Pos	286	176	126	160	137	115	92	69	46
TOTAL Vacant Pos	755	(420)	313	852	788	1,012	1,237	1,461	1,686

* Beginning FY 2022-23, attrition and Sergeant to Lieutenant promotions are based on respective averages between FY 2018-19 and FY 2021-22. FY 2022-23 includes one-time funding for four additional classes.

Attrition + Promotions + Existing Vacant Positions: Based on this data, we estimate that to address vacancies created by attrition and promotions, reduce the existing volume of vacant positions, and establish a vacancy-hiring equilibrium within the next five years, LASD would need to operate a total of eight Academy classes annually, increase the class size to 100 DSTs, achieve an 80 percent graduation rate, and implement a coordinated inter-rank promotion target of 80 percent of the current year projected vacancies, see Table 6.

Table 6: Academy Analysis to Reduce the Sworn Vacancy Backlog and Equilibrate the Rate of Vacancy and Hiring

	Actuals			Estimated FY21-22	Projected:				
	FY18-19	FY19-20	FY20-21		FY22-23*	FY23-24	FY24-25	FY25-26	FY26-27
No. Academy Classes	7	13	6	4	8	8	8	8	8
Academy Graduates	(465)	(922)	(357)	(189)	(640)	(640)	(640)	(640)	(640)
Deputy Sheriff									
Begin No. Vacant Pos	530	469	(596)	187	692	646	523	385	243
Promote Deputy to Sgt	168	102	163	281	253	175	160	157	156
Retirements	220	210	221	202	213	213	213	213	213
Other Attrition	86	104	141	183	129	129	129	129	129
Academy Graduates	(465)	(922)	(357)	(189)	(640)	(640)	(640)	(640)	(640)
Other Hire	(18)	(12)	(1)	(2)	0	0	0	0	0
Budget Adjustments	17	(851)	515	0	0	0	0	0	0
Admin Adjustments	(69)	304	101	30	0	0	0	0	0
No. Vacant Pos	469	(596)	187	692	646	523	385	243	101
Sergeant									
Begin No. Vacant Pos	296	286	176	126	160	63	44	40	39
Promote Sgt to Lt	62	58	0	112	58	58	58	58	58
Retirements	92	107	96	82	94	94	94	94	94
Other Attrition	3	4	3	4	4	4	4	4	4
Promote Deputy to Sgt	(168)	(102)	(163)	(281)	(253)	(175)	(160)	(157)	(156)
Budget Adjustments	1	(179)	0	0	0	0	0	0	0
Admin Adjustments	0	2	14	117	0	0	0	0	0
No. Vacant Pos	286	176	126	160	63	44	40	39	39
TOTAL Vacant Pos	755	(420)	313	852	710	567	425	282	140

* Attrition and Sergeant to Lieutenant promotions are based on respective averages between FY 2018-19 and FY 2021-22. This table assumes no new Deputy positions are added through FY 2026-27.

Other Considerations

New programs or the expansion of operations will likely include adding new budgeted sworn positions. This would increase the existing vacancy backlog and extend beyond five years the duration needed to establish the vacancy-hiring equilibrium. In such cases, we recommend the budget for the new sworn positions should include the one-time cost (for DSTs and instructors) to add the necessary Academy class(es) to immediately fill those sworn positions. Otherwise, if there are immediate critical staffing needs, LASD should work with our office to develop an overtime strategy until additional Academy classes can be added to support new full-time budgeted positions.

Estimated Cost of Academy Expansion

The cost to increase the number of DSTs to 100 in the existing Academy classes and the addition of four new classes, including 100 DSTs and the complement of instructors, is an additional \$32.4 million annually, comprised of \$30.8 million ongoing and \$1.6 million in one-time costs, see Exhibit I. Note: The increase in the number of Academy classes is an interim fix to address the current vacancy backlog and is not intended as a long-term solution.

Vacancies Filled by Academy Classes and Recruitment Challenges

Between FY 2018-19 through FY 2021-22, the annual number of new vacant Deputy and Sergeant positions has steadily increased from 631 to 864 positions. In contrast, the Academy has been producing an annual average of 492 new Deputies, resulting in vacancy backlogs that are carried over into subsequent years. If LASD's attrition rate continues to increase, pursuit of a hiring strategy alone will not meet the need. Specifically, the retention of experienced sworn staff should become a key component of their staffing strategy. In addition to the insufficient number of Academy classes, there has been a decline in the number of qualified DST applicants.

LASD's recruitment campaign includes local colleges and universities (on-campus hiring fairs and class presentations), in-person and virtual events, and local community events. The focus has been on recruiting County residents with the objective of having the sworn workforce reflect the demographics of the communities they serve. One such goal is to have women fill 20 percent of the Deputy positions: during the past four calendar years, although the percentage of women applicants has remained consistent at 23 percent, LASD has steadily increased the percentage of women hired to become DSTs from 20 percent to the current 28 percent, see Exhibit II. Overall, LASD is approaching this goal with women currently comprising 19 percent of Deputy positions and 19 percent of the overall sworn positions, see Exhibit III.

All County departments were asked to cut eight percent from their FY 2020-21 budgets to account for a severe economic downturn related to the pandemic. As a result, LASD suspended accepting DST applications between July 1, 2020 through

January 31, 2022. However, the Academy continued to operate classes by utilizing the existing DST eligibility list of qualified candidates. To address budget limitations throughout the Department, LASD opted to reduce the Recruitment Unit and terminated a marketing firm contract that appeared to be increasing the number of qualified applicants. With the reduced centralized team, patrol stations have been enlisted to use their community liaison teams to cover community events to aide in recruitment.

Pre-COVID-19, LASD received an annual average of 20,000 DST applications or 385 applications per week. Despite the large volume of applications, only 4.5 percent successfully completed the 16 to 21-week screening process to be hired as a DST, see Table 7.

Table 7: Applicant Screening Process (International Association of Chiefs of Police Report*)

Hiring Step	Duration	Screening Objectives	Re-Application Options	No. Applicants	Remaining Applicants	% Pass this Step
1 Accept Application and Supplemental Questionnaire	1-2 weeks	Review application for minimum eligibility requirements, identify applications that applied too early after being disqualified, and duplicate applications.	NEO Gov is used for submission of the applications. The system will not accept the application unless it is complete. An applicant can make several attempts to complete the application without being disqualified.	16,000	100.0%	84%
2 Law Enforcement Job Family Review		Review application and job specific questionnaire, work conditions, and pre-investigative background.	Does not meet selection requirements: may reapply when those requirements are met. Disqualified on pre-investigative background questionnaire: must wait 12 months to reapply.	13,504	84.4%	42%
3 Written Test	2-3 weeks	Assess readiness for cognitive demands of Academy and the job.	Fails multiple choice: must wait 3 months to reapply.	5,631	35.2%	78%
4 Validated Physical Ability Test		Assess readiness for the physical demands of the Academy and the job (allowed 3 opportunities to pass within a 6-month period).	Does not pass; must wait 3 months to reapply	4,368	27.3%	96%

Table 7: Applicant Screening Process (International Association of Chiefs of Police Report*)

Hiring Step	Duration	Screening Objectives	Re-Application Options	No. Applicants	Remaining Applicants	% Pass this Step
5 Structured Interview		Assess communication skills, interest, and suitability for the job.	Does not pass; must wait 3 months to reapply	4,176	26.1%	95%
6 Background Investigation and Polygraph	4-6 months	Assess personal history, judgment, and other skills and experiences.	Disqualified: must wait 12 months to reapply.	3,984	24.9%	26%
7 Administrative Case Review/Lieutenant Panel	2-weeks	Impartial review of applicant's case file.	Disqualified: must wait 12 months to reapply.	1,040	6.5%	92%
8 Medical and Psychological Screening	4-5 weeks	After conditional offer of employment. Assess whether candidate is medically and psychologically fit for the Academy and the job.	Disqualified: must wait 12 months to reapply.	960	6.0%	75%
9 Pre-Academy Consultation	3-weeks	Personnel Captain or designee interview prior to attending Academy (not pass or fail). Bonafide offer is made and wait for Academy class selection.	Disqualified: must wait 12 months to reapply.	720	4.5%	100%
Total	16-21 weeks			720	4.5%	

* Table is from IACP's 2019 Sheriff Recruitment, Hiring, and Retention Process Improvement Report. Due to COVID, the Department suspended accepting applications between July 1, 2020 through January 31, 2022; therefore, no significant updates are available. The IACP analysis included a national survey that indicated hiring yields for other departments range from 3% to 35%, with most departments indicating yields of 20-30%.

LASD has resumed accepting DST applications with an average of 125 applications per week. Based on the 4.5 percent applicant-to-DST hiring rate, the current application volume will produce approximately 293 DSTs annually. This current volume is insufficient to meet the 800 DSTs needed to fill eight Academy classes.

LASD hypothesizes the decline in applications is due to the following factors:

1. The social justice movement has shifted the community's perception away from a law enforcement career.
2. The County's vaccine requirement is being used as a marketing advantage by other law enforcement agencies who have waived vaccinations and are proactively marketing for applicants within the County.

3. Commencing in 2022, in addition to a high school diploma or equivalent (General Educational Development, Test Assessing Secondary Completion, HiSet, or California High School Proficiency Exam), the Sheriff required applicants to have at least 60 semester or 90 quarter units from an accredited college or university. In contrast, other law enforcement agencies have not yet instituted the college requirements or have waived it in lieu of military service. The Sheriff has recently repealed this self-imposed college credit requirement which LASD personnel indicated has improved the number of applications received.

We recommend LASD work with DHR to develop strategies to increase applicant volume, including targeted marketing to improve the quality of applicants. This includes revisiting the 2019 comprehensive recruitment marketing plan developed by Phelps/9th Wonder. The marketing plan identified five demographics whose values align with those of LASD: legacy (family and friends of members of law enforcement), military, law/political/social justice advocates, college athletes, and high school students looking for a career. The marketing plan also provided insights into each population and corresponding potential engagement strategies. Finally, Phelps/9th Wonder established a social media advertising campaign aimed at these populations; however, as previously mentioned this contract was terminated by LASD due to budget limitations.

FY 2022-23 Existing Academy Staffing and CEO Analysis for Additional Classes and Larger Class Size (Estimated Costs)

	Academy Basic Training*		Specialized Training			TOTAL	CEO Analysis**				
	Track 1	Track 2	Emergency Vehicle Operations Center	Weapons Training	Force Training		Track 1	Track 2	Track 3	Track 4	TOTAL
No. Recruits (DS Trainees)	90	85				175	10	15	100	100	225
No. Instructors (DS Bonus I)	8	7	12	16	10	53		1	8	8	17
No. Supervisors (Sgt)	1	1	1	2	2	7			1	1	2
Total Positions	99	93	13	18	12	235	10	16	109	109	244
Recruit: Instructor Ratio	11	12	8	6	9				13	13	
Recruits	\$9,618,000	\$9,084,000	\$0	\$0	\$0	\$18,702,000	\$1,069,000	\$1,603,000	\$10,687,000	\$10,687,000	\$24,046,000
Instructors (Bonus I)	\$1,765,000	\$1,544,000	\$2,647,000	\$3,529,000	\$2,206,000	\$11,691,000		\$221,000	\$1,765,000	\$1,765,000	\$3,751,000
Supervisor (Sgt)	\$269,000	\$269,000	\$269,000	\$539,000	\$539,000	\$1,885,000			\$269,000	\$269,000	\$538,000
Other (S&S and Equipment)	\$988,000	\$922,000	\$256,000	\$354,000	\$238,000	\$2,758,000	\$149,000	\$258,000	\$1,812,000	\$1,812,000	\$4,031,000
Total Funded Costs	\$12,640,000	\$11,819,000	\$3,172,000	\$4,422,000	\$2,983,000	\$35,036,000	\$1,218,000	\$2,082,000	\$14,533,000	\$14,533,000	\$32,366,000

* Currently, Track 1 and 2 (175 DSTs) are funded on an ongoing basis and Track 3 (87 DSTs) is funded on a one-time basis. Each track equates to two classes that are each 22 weeks and run sequentially. Example: Class A starts in January with 90 DSTs who then graduate in May to Deputy positions, Class B then starts in July with 90 new DSTs who then graduate in November to Deputy positions; therefore, a Track of 90 positions provides 180 DST seats during the year.

** CEO analysis: increase class size to 100 DSTs and add Track 3 and 4 (four additional classes) on an ongoing basis.

Applicant Demographics

	2018			2019			2020*			2021*			2022* (as of 5/6/22)			AVERAGE	
	Applicants (LASD Data)	Deputy Trainee (eHR Data)		Applicants (LASD Data)	Deputy Trainee (eHR Data)		Applicants (LASD Data)	Deputy Trainee (eHR Data)		Applicants (LASD Data)	Deputy Trainee (eHR Data)		Applicants (LASD Data)	Deputy Trainee (eHR Data)		Applicants (LASD Data)	Deputy Trainee (eHR Data)
FEMALE	4,299	23.2%	179	20.2%	4,797	23.0%	2,267	22.3%	232	23.6%	-	88	29.6%	792	24.9%	69	27.9%
MALE	14,028	75.8%	706	79.8%	15,844	76.0%	7,839	77.0%	753	76.4%	-	209	70.4%	2,368	74.4%	178	72.1%
NON-BINARY		0.0%	-	0.0%	13	0.1%	7	0.1%	-	0.0%	-	-	0.0%	4	0.1%	-	0.0%
NOT REPORTED	170	0.9%	-	0.0%	203	1.0%	68	0.7%	-	0.0%	-	-	0.0%	18	0.6%	-	0.0%
Total	18,497		885		20,857		10,181		985		-	297		3,182		247	
ASIAN	773	4.2%	44	5.0%	842	4.0%	422	4.1%	48	4.9%	-	15	5.1%	131	4.1%	5	2.0%
BLACK OR AFRICAN AMERICAN	2,590	14.0%	40	4.5%	2,867	13.7%	1,300	12.8%	48	4.9%	-	20	6.7%	367	11.5%	23	9.3%
FILIPINO	287	1.6%	12	1.4%	311	1.5%	171	1.7%	12	1.2%	-	6	2.0%	48	1.5%	3	1.2%
HISPANIC OR LATINO	10,410	56.3%	573	64.7%	12,050	57.8%	5,910	58.0%	634	64.4%	-	189	63.6%	2,088	65.6%	162	65.6%
TWO or MORE RACES	1,001	5.4%	21	2.4%	1,167	5.6%	554	5.4%	65	6.6%	-	18	6.1%	156	4.9%	15	6.1%
AMERICAN INDIAN OR ALASKA NATIVE	85	0.5%	3	0.3%	76	0.4%	44	0.4%	1	0.1%	-	-	0.0%	8	0.3%	-	0.0%
NATIVE HAWAIIAN or PACIFIC ISLANDER	119	0.6%	-	0.0%	96	0.5%	55	0.5%	3	0.3%	-	1	0.3%	15	0.5%	1	0.4%
WHITE	3,032	16.4%	192	21.7%	3,151	15.1%	1,611	15.8%	174	17.7%	-	48	16.2%	336	10.6%	38	15.4%
NOT REPORTED	200	1.1%	-	0.0%	297	1.4%	114	1.1%	-	0.0%	-	-	0.0%	33	1.0%	-	0.0%
Total	18,497		885		20,857		10,181		985		-	297		3,182		247	

* Due to COVID, the Deputy Trainee bulletin was suspended July 1, 2020 through January 31, 2022 - no applications were accepted.

LASD Sworn Workforce Demographics (eHR Data as of 6/15/22)

	DEPUTY SHERIFF	SERGEANT	LIEUTENANT	CAPTAIN	COMMANDER	DIVISION CHIEF	ASSISTANT SHERIFF	TOTAL
FEMALE	1,447 19.4%	209 16.4%	74 20.4%	13 20.6%	4 14.8%	3 25.0%	1 33.3%	1,751 19.0%
MALE	6,028 80.6%	1,068 83.6%	288 79.6%	50 79.4%	23 85.2%	9 75.0%	2 66.7%	7,468 81.0%
NON-BINARY	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
NOT REPORTED	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Total	7,475	1,277	362	63	27	12	3	9,219
ASIAN	429 5.7%	66 5.2%	18 5.0%	4 6.3%	1 3.7%	1 8.3%	- 0.0%	519 5.6%
BLACK OR AFRICAN AMERICAN	510 6.8%	127 9.9%	34 9.4%	9 14.3%	3 11.1%	3 25.0%	- 0.0%	686 7.4%
FILIPINO	145 1.9%	26 2.0%	5 1.4%	2 3.2%	- 0.0%	- 0.0%	- 0.0%	178 1.9%
HISPANIC OR LATINO	4,282 57.3%	569 44.6%	129 35.6%	23 36.5%	9 33.3%	6 50.0%	- 0.0%	5,018 54.4%
TWO or MORE RACES	87 1.2%	3 0.2%	4 1.1%	1 1.6%	1 3.7%	- 0.0%	- 0.0%	96 1.0%
AMERICAN INDIAN OR ALASKA NATIVE	23 0.3%	1 0.1%	2 0.6%	1 1.6%	- 0.0%	- 0.0%	- 0.0%	27 0.3%
NATIVE HAWAIIAN or PACIFIC ISLANDER	7 0.1%	1 0.1%	1 0.3%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	9 0.1%
WHITE	1,992 26.6%	484 37.9%	169 46.7%	23 36.5%	13 48.1%	2 16.7%	3 100.0%	2,686 29.1%
Not Reported	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Total	7,475	1,277	362	63	27	12	3	9,219